

# **"Work in Progress"**

## **HRD's Plan for Implementing Act 253, 2000 SLH (SB 2859) - (Revised 7-11-2000)**

For implementation as soon as possible:

### ❖ Separation incentive guidelines

- Team: R&E (Lead), EAB, B&F, AAD, CCR
- Jointly (HRD & B&F) issue separation incentive guidelines
- Coordinate reporting requirements with B&F
- Seek to establish expedite organizational review process, i.e. delegate authority for all reorganizations to Department Directors

### ❖ New Residency Requirements

- Team: R&E (Lead)
- Make necessary changes to implement

### ❖ Definition of Unsuitability

- Team: R&E (Lead)
- Make necessary changes to implement

### ❖ Establish Special Funds

- Team: BSSO (Lead)
- Establish with B&F Entrepreneurial and Training Funds

### ❖ Supervisors' In-service Training

- Team: Training (Lead), Safety, EAB, CCR
- Develop plan, instructions and immediate implementation to field on in-service training:
  - Supervisory management
  - Performance Appraisal

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Completed Implementation after July 1 in accordance with Tentative Team  
Target Completion Dates

### ❖ Statutory Review & Repeal of Obsolete Rules

- Team: AAD (Lead), LR, BSSO, CCR, EAB, Training
- Target Completion Date 9-1-2000
- Review leave provisions identified for repeal and confirm their incorporation into collective bargaining agreements
- Move up effective date of repeal
- Identify those rules from Title 14 that may be repealed or must be amended due to impact of SB 2859.
- Creation of Excluded Employees' Manual (Carleton)

### ❖ Performance based pay for EMCP employees

- Team: CCR (Lead), EAB, LR, AAD, EMCP employee
- Target Completion Date 9-1-2000
- Develop guidelines for implementation
- CCR Team: Joy, Harold, Dawn, Vicki, Barbara, Dinny

### ❖ HRD Reform Concepts

- Team: Director's Office (Lead) BSSO, Training, AAD, ATF, R&E, CCR, EAB, WC, Safety, LR
- Target Completion Date: Initial Phase 7-1-2000 and thereafter on-going
- Identify overarching concepts to govern reform:
  - generic rather than prescriptive guidelines & rules,
  - move HRD from "gatekeeper" to consultant role,
  - decision-making flexibility to programs and line operations
  - if you have an idea, think it through and then "try it" – minimize the time from conceptualization to implementation (Yes we may have to make corrections, but if we don't "try it" there won't be anything to correct.)

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### **❖ Merit Appeals Board**

- Team: CCR (Lead) & R&E, Safety, EAB
- Target Completion Date: 12-31-2000
- Amend existing civil service rules for use by MAB
- Identify potential members
- Civil Service Commission Comments:
  - Willing to serve to 6-30-2001 to permit transition while concurrently new MAB being established
  - Would like to see use of Hearings Officers to facilitate resolution of current appeals, i.e. Hearings Officer hears appeals, prepares report to Commission for action
  - Would like to see current appellants be given choice to have appeal heard by Commission or new Merit Appeal Board
  - Would like formal notification that after "date certain" all new appeals are to be heard by Merit Appeals Board

### **❖ Transfer of Responsibility for Exempted Positions to DOE**

- Team: CCR (Lead), R&E & LR, ATF
- Target Completion Date: Initial Phase I by 9-1-2000, Phase II 12-31-2000
- Transfer responsibility for the classification, compensation, recruitment, etc. for newly exempted positions, e.g. Educational Assistants, School Psychologists, etc.
- Apprise DOE that transfer shall be completed by no later than 12-31-2000 and it is therefore incumbent upon the DOE to ensure that the necessary administrative infrastructure has been created to be able to receive and assume its administer responsibilities positions

### **❖ Establishment Performance Judge**

- Team: LR (Lead), CCR, EAB, Training
- Establish collective bargaining MOU
- Target Completion Date: 12-31-2000

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- ❖ Integrating Performance Judge with Performance Assessment  
(Implementing the Seven Test for Performance Evaluation)
  - Team: EAB (Lead), LR, Training, CCR
  - Target Completion Date: 12-31-2000
  - Update Performance Appraisal system, procedures, rules, forms and training to incorporate concept of Performance Judge and procedure for termination of employees failing to meeting performance expectations.
  - As appropriate, initiate administrative procedures, e.g. formal rule change process, consultations with unions and as necessary negotiations.
- ❖ Delegation and Decentralization & Liaison to Other Jurisdictions
  - Team: AAD (Lead), CCR, R&E, LR, WC
  - Target Completion Date: Phase 1 by 9-1-2000 and thereafter on-going
  - Assess feasibility with line agencies on further delegating and decentralizing human resource management
  - What initiatives are needed for HRD in areas of Labor Relations, Classification, & Recruitment be initiated to convert role/function of HRD from Gatekeeper to Consultant
  - Develop with HRD coordinate approach/philosophy with respect to new relationship with jurisdictions, that is, moving away from HRD developing and jurisdictions copying for free to HRD is available to provide consultant services for a fee.
- ❖ Experimental Modernization Projects
  - Team: LR (Lead), CCR, R&E, AAD, Training
  - Target Completion Date: Phase I 9-1-2000 and on-going
  - Develop implementation guidelines
- ❖ Internal Complaint Procedures Guidelines
  - Team: LR (Lead), CCR, R&E, AAD, WC, Training
  - Target Completion Date: 9-1-2000
  - Develop & distribute guidelines to departments

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### ❖ Incentives & Service Awards

- Team: EAB (Co-Lead), CCR (Co-Lead), AAD, Safety
- Target Completion Date: 12-1-2000
- Develop guidelines for performance based incentives
- CCR Team Member: Joy Inouye

### ❖ Repricing Survey & Negotiation of Repricing

- Team: CCR (Lead), R&E, LR, ATF
- Target Completion Date: 1-1-2001
- Develop plan to conduct repricing survey in lieu of negotiating repricing
- Develop strategy for the negotiation of repricing for more homogeneous bargaining units, e.g. BU 1, BU 10, BU 11 and BU 12

### ❖ New Classification Methods

- Team: CCR (Lead), R&E & LR, ATF
- Target Completion Date: Phase I by 9-1-2000 and thereafter on-going thereafter
- For immediate impact purposes, implement new experimental and/or model classification schema as pilots
- Re-engineer using multiple test methodologies the position management, classification and recruitment processes
- Initiate dialogue with jurisdictions – equal pay for equal work

### ❖ Collective Bargaining

- Team: LR (Lead), CCR, R&E, BSSO
- Target Completion Date: 9-1-2000
- Move toward establishing DOE, UH, HHSC and Judiciary as final review prior to grievances going to arbitration

### ❖ Review of Exempt Positions

- Team: AAD (Lead), CCR, R&E, LR, BSSO
- Target Completion Date: 12-31-2000

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- Review all currently exempt positions to determine if exemption should be continued or if the employing agency should be directed to seek legislation to convert the exempt position to civil service
- Develop guidelines on the conversion of exempt position incumbents
- Prepare & submit report on exempt positions as required by SB 2859 Section 144.

#### ❖ Streamlining Recruitment Procedures

- Team: R&E (Lead), CCR, LR, Training
- Target Completion Date: Phase I by 9-1-2000 and thereafter on-going
  - For immediate impact purposes, implement new experimental and/or model classification schema as pilots
  - Re-engineer using multiple test methodologies the position management, classification and recruitment processes

#### ❖ Sequel to SB 2859

- Team: Safety (Lead), CCR, R&E, LR, EAB, WC, AAD, ATF, BSSO, Training
- Target Completion Date: 10-31-2000
- Identify necessary or desired statutory changes and draft proposed legislation for introduction to 2001 Legislature

#### ❖ Leave Sharing

- Team: EAB (Lead), BSSO
- Target Completion Date: 12-31-2000
- As necessary amend existing guideline to conform with new statutory provision

#### ❖ Inter/Intra-governmental Assignments

- Team: AAD (Lead), EAB, BSSO
- Target Completion Date: 12-31-2000
- As necessary amend existing guideline to conform with new statutory provision

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### ❖ Cafeteria Plan

- Team: EAB (Lead), AAD, CCR
- Target Completion Date: 9-1-2000
- As necessary amend existing guideline to conform with new statutory provision

### ❖ Technology

- Team: ATF (Lead), AAD, R&E, CCR, EAB, LR, WC, Safety
- Target Completion Date: 9-1-2000
- Develop a HRD and Statewide strategy to maximize use of technology and electronic information systems

### ❖ Hiring Rates, Recruitment & Retention Strategies

- Team: CCR (Lead), R & E, LRD
- Target Completion Date: 12-31-00
- Assess current practices (hiring at the minimum step, shortage, etc.); provide research information from other government agencies and other companies on methods they use to address recruitment and retention problems; identify various methods to promote hiring and retention;
- Develop options including working with OCB to roll existing shortage into special salary schedules, to the extent possible, through basic negotiations or supplemental agreements. Discuss new options with stakeholders (operating departments, unions, etc.)
- Develop policies, standards, procedures, and rules if necessary

### ❖ Implementation OPM Software

- Team: R&E (Lead), CCR, EAB, LR, WC, Safety, Training
- Implementation OPM software, USA Careers and Human Resource Managers for skills identification, classification and recruitment purposes using validated database.
- Develop applications, e.g. identification of career alternative options for employees terminated from state employment.

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Concepts:

❖ Lead Responsibilities:

- Provide leadership
- Take the initiative
- Facilitate discussions
- Work as team
  - Set directions, priorities, etc. with members
  - Organize and direct team members by making assignments
  - Coordinate with other teams or interested parties
- Use implementation of SB 2859 as opportunity for current leaders to become mentors and to have "next generation" serve in leadership positions

❖ Member Responsibilities:

- Even though outside current area of responsibility "act as if team assignment is part of your area of responsibility"
  - Actively participate
  - Share in work product
  - Support Lead
- Use implementation of SB 2859 as opportunity for current leaders to become mentors and to have "next generation" serve as responsible (with decision-making authority) member representatives

❖ Implementation Process:

- ***Communications - a shared responsibility:***
  - End product, e.g. new programs, rules, policies, procedures, etc., shall be shared with stakeholders and appropriate consultations or negotiations initiated prior to implementation.
  - During development stage, **it shall be each team member's responsibility** to either make meeting attendance a priority to keep updated or to network with other team members to keep apprised of "meeting happenings." The reality is that very short



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implementation timeframes, the existence of multiple high priority work assignments and the lack of staff resources makes necessary the use of other less time consuming means of sharing information than written summaries or minutes (hardcopy or electronic).

- It is incumbent on all Team Members and Leaders to network on an on-going basis with the intent to share information and promote communications not only among Team members but also between other Teams. Some of the hoped for beneficial outcomes of such networking will be to minimize overlaps in work efforts of teams, ensure the integration of new programs and procedures that may cut across functional areas and the identification of conflicts that may require focused attention for resolution.
- ***Decision-making - "Consult before deciding":***
  - The various Teams will to a very large extent develop the "specifics" design of new programs, procedures, rules, regulations, etc., *which as appropriate may be subject to the Governor's approval or collective bargaining*, and in doing so will necessarily have to make decisions with the caveat in mind. Therefore, it is incumbent on Team leaders to continually check with policy-makers to ensure the solutions a Team is pursuing are consistent with desired policy outcomes.
  - It is incumbent and reasonable to expect that those, e.g. policy makers, team leader, etc. vested with decision-making authority to "consult before deciding," that is, seek input from those affected by the decision by providing an opportunity to express their concerns.
- ***Dispute Resolution:***
  - Creating a new administrative infrastructure that all stakeholders "can live with" despite having different perspective is an awesome task that to a large be accomplished through dialogue, candid conversation and a commitment to solving the problem.

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Experience has shown that "having a candid conversation" can result in the resolution of most issues.

- To the greatest extent possible teams should strive to resolve disputes within their own team as they will in most instances possess the expertise, knowledge, skills or as necessary access information/assistance to problem solve. If Team members find that they cannot resolve an issue within the purview of the team then the Team Leader, with prudence and as a last resort, should render a decision in order to keep the developmental process going. If there are inter-divisional, cross-functional issues or inter-team issues that cannot be resolved by teams then decision-making facilitation assistance may be sought from the director's office.
- ***Creating New Teams and Integration/Consolidating Existing Teams***
  - The implementation plan should be considered a "work in progress," in that it is subject to change. As more information becomes available and needs identified, new Team may be created and existing teams consolidated. Team outcomes may change as "out-of-the-box" solutions may lead to the adoption of new directions and practices.
  - Ultimately the product of all of the teams created must be integrated into a broader system and therefore, while the creation of very specific subject matter teams may help to focus attention and resources the teams are only a "means to an end" and if they are not serving their purpose appropriate action, e.g. clarify purpose, consolidate team, etc. should be initiated. It is incumbent on Team Leader and Members to continually assess if their team is serving it purpose and if it is not then to seek changes otherwise the Team may be "going through the motions of meeting for the sake of meeting."